

POLICY STATEMENT

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SUBJECT : Mid-Career and Senior Career Programs

REFERENCE: Memorandum for Members of CIA Career Training Board,  
from Chairman, CIA Career Training Board, dated  
12 December 1962, Subject: Career Training Program

1. General Statement on Career Development

A. It is the policy of the Central Intelligence Agency to offer career development and training opportunities to all its employees consistent with the work requirements of the Agency, the funds available for such purposes, the ability or potential ability of the employee, and the desires of the employee.

B. Under the Government Employees Training Act of 1958, CIA is limited only by the funds available to it to provide training at Government expense in a wide variety of subjects both internally and externally if deemed in the best interest of the Government. Likewise, all employees are encouraged to make use of non-duty hours training courses, both internal and external, and are restricted only moderately from so doing by Agency security regulations.

C. Under the general guidance of the Directors of Personnel and Training, career development and training are the responsibilities of the Executive Director, the four Deputy Directors and the Heads of the various Career Service Boards.

D. Generally speaking, but by no means limited thereto, career development and training in CIA will consist of three major phases: entrance on duty or basic training, mid-career development and training, and Senior Officer development and training.

1. Basic Training should consist of that orientation training and skills training which the employee requires for his initial job assignment.

2. At Mid-Career, or after an employee has served a minimum of one year at the GS-13 grade, a careful evaluation of individual employee performance will be made by the Heads of Career Services and a determination made in each case of the development or training which is appropriate to the employee consistent with the needs of the Agency and available funds. Individual development or training programs will be prepared and sufficient time allotted over the next five years for the implementation of the individual programs.

3. The above procedure will be repeated at the Senior Officer level or when an employee has served one year as a GS-15.

## II. The Mid-Career Program

A. The Mid-Career Program will be considered primarily but not exclusively for those officers who have attained GS-13.

B. The officers selected as suitable for this Program will be those who will be considered likely for advancement in generalist responsibilities as well as for advancement in specialist responsibilities. A generalist is defined as a person who will usually maintain his primary field but will

require various degrees of knowledge of other fields in order to properly discharge further responsibilities of a more advanced grade. Obviously, not all such officers can be trained at one time and the entire Program should be scheduled to be completed within a five year period. It will be divided into two parts--General and Specific. All parts of these may be arranged in line with other requirements but obviously should be taken in blocs as far as possible.

1. General

a. A single bloc of courses will be offered covering 5b through 5d, and portions of 5e of referenced memorandum.

"5b. what more he needs to know about other components in CIA,

"5c. what more he needs to know about other agencies of the U.S. Government and CIA's relation to them,

"5d. what more he needs to know about the U.S.A.,

"5e. what more he needs to know about a foreign country or area or people."

b. An officer may need all these courses, or may need only some of them, for his development.

c. The courses to be taken in this part of the Program will be designated by the separate Career Panels. A certificate of the courses taken and of satisfactory performance therein will be entered in the officer's personnel folder. The length of this part of the Program is set at six weeks for general planning purposes.

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The length and the curriculum may be changed each year on the recommendation of the Director of Training to the Deputy Director of Central Intelligence.

2. Specific

At the time of selection for the Program, the Career Panel will examine the officer's record both in respect to his work experience and to training courses already taken by him in order to schedule specific courses designed to fill gaps in the officer's knowledge of other aspects of his own component's work in the field of skills, and in technical background whether obtainable within or outside the Agency, covering 5a, portions of 5e, and 5f of referenced memorandum, i.e.:

"5a. what more he needs to know about his own component.

"5e. what more he needs to know about a foreign country or area or people, and

"5f. what additional 'skill' training he needs."

III. The Senior Career Program

A. The Senior Career Program will be considered for all officers at GS-15 and above.

B. Within two years after an officer's attaining a GS-15 rating and on the basis of review every two years thereafter, the appropriate Career Panel will consider his entry into senior courses. These courses will generally be offered at Agency training installations or at external training

installations such as a Senior Officer School, Harvard, the Brookings Institution, etc. While this training may contain many of the elements of the Mid-Career Program, these will basically be at a more sophisticated level whether of a general or a specific nature.

#### **IV. Administration**

A. The above Programs will be administered by a Career Training Board. This will be composed of:

1. The Director of Training, Chairman
2. A representative of the Executive Director
3. A representative of the DD/P
4. A representative of the DD/I
5. A representative of the DD/S
6. A representative of the DD/R
7. A representative of the Comptroller

B. The Career Training Board will make periodic reports to the DDCI on the status and progress of the CIA Career Training Program and will recommend to him the issuance of directives in connection therewith.

The skeleton outline below is keyed to the subject content of paragraphs 5b through 5e of referenced memorandum.

**5b. I. Intra-Agency Relationship:**

This series will explain the inter-dependency of all components to one another in satisfying the intelligence mission of CIA.

A. Management: To train students in principles of management and supervision as applies to supervision responsibilities in CIA.

B. Role of DDI: Scientific; Economic; Photographic Intelligence; Production of National Intelligence; Overt Collection; Intelligence Requirement and Research Facilities.

C. Role of DDR: Research and Development; ELINT Collection; Special Activities.

D. Role of DDP: FI; CI; CA; Counter-Insurgency Activities.

E. Role of Support Components.

**5c. II. Contributions of Intelligence and Covert Action to U.S.**

**Policy:**

A. Factors of the world that shape U.S. National Security Policy; Political; Sociological; Economic; Cultural.

B. The Policy Making Structure of the U.S. Government.

C. The Role of the USIB Agencies.

D. Problems of Inter-Agency Coordination, particularly with Department of State.

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5d. III. The American National Character and its relation to foreign area analysis and overseas activities:

A. Foreign Image of Americans.

B. American Institutions and Thought; Development  
Growth, Function and Change.

5e. IV. A study of the factors of world problems to include the power roles of international communism, neutralism, and nationalism as they affect the Agency's collection, production and action responsibilities.